

**ENVIRONMENTAL MANAGEMENT ADVISORY BOARD  
to the  
U.S. DEPARTMENT OF ENERGY**

**PUBLIC MEETING MINUTES**

**Courtyard by Marriott – Embassy Row  
1600 Rhode Island Avenue, NW  
Washington, D.C.**

**May 7, 2008**

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## **ENVIRONMENTAL MANAGEMENT ADVISORY BOARD**

### **SUMMARY OF MEETING**

The Environmental Management Advisory Board was convened at 9:00 a.m. on Wednesday, May 7, 2008, at the Courtyard by Marriott – Embassy Row in Washington, D.C. Chairman James A. Ajello introduced the Board members for this meeting.

In accordance with the provisions of Public Law 92-463, the meeting was open to the public.

#### Board members present:

- Mr. James A. Ajello, Reliant Energy, Inc.
- Ms. Lorraine Anderson, Energy Communities Alliance
- Mr. A. James Barnes, Indiana University
- Mr. Paul Dabbar, J.P. Morgan Securities, Inc.
- Mr. G. Brian Estes, Consultant
- Dr. Dennis Ferrigno, CAF & Associates, LLC
- Mr. Keith Klein, Consultant
- Mr. John A. Owsley, Tennessee Department of Environment and Conservation
- Dr. Lawrence Papay, PQR, LLC
- Ms. Jennifer A. Salisbury, Attorney-at-Law
- Mr. David Swindle, IAP Worldwide Services, Inc.
- Mr. Thomas Winston, Ohio Environmental Protection Agency

#### EMAB Designated Federal Officer:

- Ms. Terri Lamb

#### Others present for all or part of the meeting:

- Mr. Nithin Akuthota, Energy Communities Alliance
- Mr. Jeffrey Bobeck, Director, Office of Communications and External Affairs
- Mr. Bobby Carr, DOE-EM
- Mr. Jon Carter, CH2M Hill
- Mr. Dae Chung, DAS for Safety Management and Operations
- Ms. Diane Cochran, DAS for Human Capital and Business Services
- Mr. Alexander Duncan, Platts Inside Energy
- Mr. James Fiore, Director, EM Office of Management Analysis
- Mr. Douglas Frost, DOE-EM
- Mr. Frank Habne, Nuclear Fuel Services
- Ms. Kim Hayes, PRC
- Ms. Michelle Hudson, SAIC
- Mr. Todd Lapointe, DOE Office of the Undersecretary
- Mr. Frank Marcinowski, DAS for Regulatory Compliance
- Mr. Alfred Meyer, American Alliance for Nuclear Accountability
- Ms. Melissa Nielson, Director, EM Office of Public and Intergovernmental Accountability
- Mr. Mike Nurfker, Weapons Complex Monitor
- Ms. Nancy Osbourne, PRC

- Mr. James Rispoli, Assistant Secretary for Environmental Management
- Ms. Elizabeth Schmitt, e-Management
- Mr. Jack Surash, DAS for Acquisition and Project Management
- Ms. Merle Sykes, DAS for Program Planning and Budget
- Ms. Sandra Waisley, DOE-EM
- Mr. Ed Wannemache, Nuclear Fuel Services
- Ms. Joann Wardrip, DOE Office of Public Affairs

## **ADDITIONAL MATERIALS**

Available on the EMAB Website: <http://www.em.doe.gov/Pages/emab.aspx>

## **PRESENTATIONS**

- Environmental Management Update Presentation by James A. Rispoli, Assistant Secretary for Environmental Management
- EM Strategic Planning Overview by Merle Sykes, Deputy Assistant Secretary for Program Planning and Budget
- Acquisition and Project Management Presentation by Jack Surash, Deputy Assistant Secretary for Acquisition and Project Management
- Quality Assurance Presentation by Dae Chung, Deputy Assistant Secretary for Safety Management and Operations
- Management Analysis Presentation by James Fiore, Director, Office of Management Analysis
- EM Human Capital Initiatives Presentation by Diane Cochran, Deputy Assistant Secretary for Human Capital and Business Services
- EM Communications Presentation by Jeffrey Bobeck, Director, Office of Communications and External Affairs

## LIST OF ACRONYMS

ANSI – American National Standards Institute	EM-40 – Deputy Assistant Secretary for Human Capital and Business Services
B&P – Bid and Proposal	EM-50 – Deputy Assistant Secretary for Acquisition and Project Management
BRAC – Defense Base Closure and Realignment	EM-60 – Deputy Assistant Secretary for Safety and Management Operations
CBC – Consolidated Business Center	EM-64 – Office of Standards and Quality Assurance
CD – Critical Decision	EMAB – Environmental Management Advisory Board
CFO – Chief Financial Officer	EM SSAB – Environmental Management Site-Specific Advisory Board
CO – Contracting Officer	EPA – Environmental Protection Agency
COO – Chief Operating Officer	ETR – External Technical Review
CERCLA – Comprehensive Environmental Response, Compensation, and Liability Act	ETTP – East Tennessee Technology Park
CPIF – Cost-Plus-Incentive-Fee	FACA – Federal Advisory Committee Act
D&D – Decontamination & Decommissioning	FHCS – Federal Human Capital Survey
DAS – Deputy Assistant Secretary	FPD – Federal Project Director
DFO – Designated Federal Officer	FTE – Full-Time Equivalent
DOE – Department of Energy	FY – Fiscal Year
DoD – Department of Defense	GC – General Counsel
DWPF – Defense Waste Processing Facility	GTCC LLW – Greater Than Class C Low-Level Waste
ECA – Energy Communities Alliance	HEU – Highly Enriched Uranium
EIS – Environmental Impact Statement	HCA – Head of Contract Activity
EM – Office of Environmental Management	HLW – High-Level Waste
EM-1 – Assistant Secretary for the Office of Environmental Management	HR – Human Resources
EM-2 – Principal Deputy Assistant Secretary for the Office of Environmental Management	HQ – Headquarters
EM-3 – Chief Operating Officer for the Office of Environmental Management	IDF – Integrated Disposal Facility
EM-5 – Office of Communications and External Affairs	IDIQ – Indefinite Delivery, Indefinite Quantity
EM-6 – Office of Management Analysis	IFDP – Integrated Facilities Disposition Project
EM-20 – Deputy Assistant Secretary for Engineering and Technology	ISMS – Integrated Safety Management System
EM-30 – Deputy Assistant Secretary for Program Planning and Budget	INL – Idaho National Laboratory
	IPABS – Integrated Planning, Accountability and Budget System

LEU – Low Enriched Uranium	RCRA – Resource Conservation and Recovery Act
LLW – Low-Level Waste	REA – Request for Equitable Adjustment
LM – Office of Legacy Management	RFP – Request for Proposal
LTS – Long-Term Stewardship	RH TRU – Remote-handled Transuranic Waste
MA – Office of Management	ROD – Record of Decision
M&I – Management and Integration	R2A2 – Roles, Responsibilities, Accountabilities, and Authorities
M&O – Management and Operating	SBA – Small Business Administration
MAA – Material Access Area	SC – Office of Science
MDA – Material Disposal Area	SEB – Source Evaluation Board
MLLW – Mixed Low-Level Waste	SES – Senior Executive Service
NAPA – National Academy of Public Administration	SPRU – Separations Process Research Unit
NAS – National Academy of Sciences	SRS – Savannah River Site
NGA – National Governors Association	TA – Technical Area
NE – Office of Nuclear Energy	TSCA – Toxic Substance Control Act
NEPA – National Environmental Policy Act	TPA – Tri-Party Agreement
NNSA – National Nuclear Security Administration	TRU – Transuranic Waste
NOV – Notice of Violation	USEC – United States Enrichment Corporation
NRC – Nuclear Regulatory Commission	VIT Plant – Vittrification Plant
OECM – Office of Engineering and Construction Management	WBS – Work Breakdown Structure
OMB – Office of Management and Budget	WIPP – Waste Isolation Pilot Plant
OPM – Office of Personnel Management	WM – Waste Management
ORO – Oak Ridge Office	WTP – Waste Treatment Plant
ORP – Office of River Protection	
OSDBU – Office of Small and Disadvantaged Business Utilization	
OSHA – Occupational Safety & Health Administration	
PBM – Performance-Based Management	
PBS – Project Baseline Summary	
PDC – Professional Development Corps	
PMP – Performance Management Plan	
QA – Quality Assurance	
QPR – Quarterly Project Review	

## **Meeting Minutes: May 7, 2008**

### **Opening Remarks**

Mr. James Ajello, Chairman of the U.S. Department of Energy's (DOE) Environmental Management Advisory Board (EMAB or Board), called the meeting to order at 9:00 a.m. He welcomed members of the Board and the public to the proceedings and noted that since its last meeting, the Board had welcomed three new members, Mr. Keith Klein, Mr. John Owsley, and Dr. Lawrence Papay. Mr. Ajello indicated that the proceedings would build on the Board's knowledge of the EM program, and referred individuals interested in EM and EMAB to their respective websites: [www.em.doe.gov](http://www.em.doe.gov) and [www.em.doe.gov/emab](http://www.em.doe.gov/emab).

He then introduced Mr. James Rispoli, Assistant Secretary for Environmental Management.

### **Environmental Management Update**

Mr. Rispoli began his presentation by recognizing that EM deals with some of the most challenging management, workforce, and safety issues in DOE. It is the largest environmental cleanup program in the world and its nature is inherently hazardous due to the amount of risk and uncertainty involved. In a program of approximately 34,000 people, safety is the number one priority. Mr. Rispoli indicated that EM and its contractor workforce are vigilant in ensuring a safe workplace environment. EM's average actual injuries per year – both recordable and reportable – as well as lost-time accidents are well below the DOE and commercial industry averages. This commitment to safety goes hand in hand with protecting the environments and communities in which EM operates.

Mr. Rispoli summarized a number of the program's other priorities and significant accomplishments. From a risk-reduction perspective, radioactive liquid tank waste is at the top of EM's list. The program can reduce this risk by processing the waste, and has made large capital investments in the development and construction of waste treatment plants at Hanford, Idaho National Laboratory, and the Savannah River Site. Additionally, there are still significant waste and materials disposition activities to pursue, contaminated soil and groundwater issues to address, and approximately 4,500 facilities that EM needs to clean-up and demolish.

In order to reduce these risks and address these priorities, EM has made great strides in strengthening its program and project management approaches. Namely, EM has taken the recommendations contained in the National Academy of Public Administration's (NAPA) final report very seriously. Mr. James Fiore, Director for the Office of Management Analysis – an office established as a result of the NAPA report – continues to monitor the program's implementation and progress. The program has also spent a great deal of effort to validate and independently audit its baselines. This accomplishment is particularly significant as it increases EM's credibility with Congress and the regulatory and stakeholder communities. Mr. Rispoli cautioned that the program's funding profiles, while important for the current administration, could be subject to change following the transition. However, the significance of this accomplishment will be conveyed to the transition team and every effort will be made to institutionalize this work.

Mr. Rispoli also noted that EM has continued to evaluate its skill gaps across the complex. The program plans to address those gaps with a combination of more training and developmental opportunities and, when possible, by recruiting new individuals. Another component of this endeavor includes EM's best-in-class initiatives. EM is striving to attain best-in-class status for Project Management and Contract Management, Engineering and Technology, and Leadership in order to increase its capabilities and become a more effective, higher-performing organization.



With regard to engineering, EM has made an effort to institute independent technology reviews and readiness assessments in order to evaluate the relative maturity and applicability of competing technologies. The program modestly increased the Office of Engineering and Technology's (EM-20) budget in order to improve EM's technical capabilities. Furthermore, EM-20 has engaged in a partnership with Great Britain to exchange information and dialogue on engineering and technology issues.

Mr. Rispoli stated that the program has also continued to strive for a more efficient procurement process and created a procurement/contracting organization comprising personnel at DOE Headquarters (HQ), the field, and the Consolidated Business Center (CBC) in Cincinnati, OH. EM's objective is to use this new approach to advance a more streamlined model for future procurements that will benefit both the program and its industry colleagues. In the past two years, this organization has staffed-up to a level of approximately 16 civil service contract professionals.

Mr. Rispoli reiterated that EM has maintained a focus on project execution, and that includes having the right people with the appropriate skills to manage the program's work once it is under way. In support of this, EM has certified its federal project directors (FPDs) and continues to hold quarterly project reviews (QPRs).

EM has made significant progress in its cleanup efforts across the complex. Mr. Rispoli shared a number of specific accomplishments and noted that the difference between where the program is today and where it was in 2000 is dramatic. Finding ways to depict that difference and visualize the significance of that progress will help the program develop some extremely striking and compelling communications tools. EM needs to effectively demonstrate that it is delivering results. The major accomplishments Mr. Rispoli summarized included achievements in tank waste processing, disposition of legacy waste ; consolidation and disposition of surplus plutonium, spent nuclear fuel, and uranium; soil and groundwater remediation; and facility decontaminating and decommissioning (D&D). EM has made tremendous headway in integrating the complexities of project planning, budgeting, technology, and management, and has succeeded in closing a large percentage of its sites to date.

Mr. Rispoli cautioned that there are still a number of issues to be resolved. Unfortunately, given the funding in the Fiscal Year (FY) 2009 budget, EM will not be able to meet some of the regulatory milestones that it had been previously agreed upon and negotiated with regulators. A number of these milestones were established without a complete appreciation for the actual cost, complexity, and workforce capabilities that they require. However, the program has begun to develop tools for resolving these issues. In addition to the independently audited cost and schedule baselines and lifecycle planning estimates, EM is creating analytical building blocks to provide a basis for evaluating and conducting a credible and defensible analysis of its work and capabilities. These tools will allow EM to engage its regulators, stakeholders, and Congress in a more meaningful dialogue to reassess existing priorities and mutually identify opportunities to complete cleanup. It is important to note that EM is committed to continually delivering on safety, risk prioritization, risk reduction, waste disposal progress, and key departmental missions.

Lastly, Mr. Rispoli reviewed the topics that EMAB had been tasked to focus on throughout FY 2008, which include Strategic Planning, Acquisition and Project Management, Management Analysis and Strategic Vision-Casting, Communications, Quality Assurance, and Human Capital Initiatives. The Board members were directed to give highest priority to the topic of Communications.

Mr. Rispoli explained that when it comes to communications, EM needs to transition from a reactive to a proactive approach and improve its ability to define its own message(s). Furthermore, it needs to better coordinate its communications both internally and externally and do so in a clear and effective manner. One of the program's biggest challenges is conveying its significance and complexity in terms that a variety of audiences can comprehend; EM needs to be able to translate its materials and messages into layman's terms that are easily accessible to the general public.

Mr. Rispoli concluded his presentation by summarizing each of the remaining FY 2008 topics and identifying the appropriate Deputy Assistant Secretaries (DASSs) and Office Directors responsible for those areas.

### **Roundtable Discussion**

Mr. Dabbar commended Mr. Rispoli for the tremendous amount of progress EM has accomplished since he joined EMAB. With regard to the pending change in administration, Mr. Dabbar asked Mr. Rispoli to comment on the role of EM's transition team, what message will it carry forward into the next administration?

Mr. Rispoli agreed that the pending transition is an important issue. The program has always enjoyed support from Republicans and Democrats alike and those relationships will work in EM's favor since the transition teams will likely include Capitol Hill staffers who are already familiar with the program. He also indicated that EM has started preparing a transition book in order to convey its accomplishments and methods. Regardless of which political party prevails in November, it is Mr. Rispoli's hope that all of the hard work invested in developing EM's project management, technology, safety, quality assurance, and human capital capabilities continues to progress.

Mr. Winston commented that with regard to the current budget situation and the likelihood that EM will miss some of its compliance milestones, the regulatory community and stakeholders need to know that they are being treated fairly across the complex and that DOE is making a good faith effort to resolve those issues. Mr. Winston also commented on the significance of reviewing performance trends. In his spring 2008 personnel message, Mr. Rispoli encouraged EM's federal employees to look at performance and challenged everybody to look at the causes, the variability, and the progress of recovery plans if needed. Mr. Winston asked how EM could institutionalize that mind-set and establish it as part of EM's workforce culture.

Mr. Rispoli replied that EM has a very dedicated workforce and that part of the challenge is providing them with the developmental opportunities to improve their skill sets and the tools they need to do their jobs. Doing so will help prepare EM for the future and for any unforeseen challenges that the program may face. From a regulatory perspective, building more advanced skill sets will also better equip EM's workforce with the resources to more meaningfully understand and engage in dialogues with the regulatory and stakeholder communities. Furthermore, establishing that dialogue and increasing the program's credibility and capabilities relates to Mr. Winston's first comment by providing EM with the opportunity to maintain a more productive and beneficial rapport with its regulators.

Mr. Swindle emphasized the significance of how establishing and validating the program's baselines impacts EM's credibility and asked Mr. Rispoli for any insight regarding how potential risks to those baselines will be addressed. For example, the program may need to increase its scope to account for facilities from other Departmental operations that will impact its funding and schedules.

Mr. Rispoli clarified that everything that is currently in the EM program has been included in its cost and schedule baselines. As Mr. Swindle pointed out, there are a number of facilities under evaluation that may be transferred to EM, and there will be additional expenses and schedules associated with those projects that will increase both the cost and value of the EM program. However, by validating the program's current baselines, EM is in a much better position to articulate its needs and capabilities.

Mr. Dabbar remarked that risk is proportional to the level of confidence that EM has built into its baseline, technology, and workforce assumptions.

Ms. Anderson commended Mr. Rispoli for his focus on communications. She envisions EM's mission as a collaboration between the Department of Energy, the regulatory community, and the stakeholders. The ability to keep an open dialogue between these parties is essential to the program's timely success.

Mr. Ajello thanked Mr. Rispoli for his comprehensive update on the EM program and concluded the session by accepting his direction for the Board to focus on the topics of Communications, Strategic Planning, Acquisition and Project Management, Management Analysis and Strategic Vision-Casting, Quality Assurance, and Human Capital Initiatives.

### **EM Strategic Planning Overview**

Mr. Ajello introduced Ms. Merle Sykes, Deputy Assistant Secretary for Program Planning and Budget (EM-30), for an overview of EM's Strategic Planning efforts.

Ms. Sykes explained that EM-30 is trying to lay a foundation that ties the program's planning and budgeting to its project management capabilities and efforts to establish credible project baselines. This analytical base will provide EM with the ability to answer "what if" questions and make more compelling arguments in its budget requests.

Ms. Sykes continued her overview by reviewing a number of the program's largest investments. EM's highest risk area is associated with its special nuclear materials. The program has planned and started construction on facilities to vitrify waste at Hanford and the Savannah River site in order to deal with liquid tank waste. A lot of the program's resources are devoted to this effort. Ms. Sykes indicated that EM has also accomplished a great deal of progress with regard to moving and storing spent nuclear fuel. Additionally, the program has been working to address transuranic (TRU) waste issues and shipments across the complex, facility D&D, and soil and groundwater issues. These investments comprise the priorities and components that strategic planning seeks to address. The question is, is there a better way for EM to invest and/or sequence its activities?

Mr. Ajello inquired as to how EM-30 ensured that its budget and cost data were consistently collected from the sites.

Ms. Sykes explained that the process is automated. EM has an established a database that includes information on various projects and is updated on a monthly basis. The program's project baselines also include this information in addition to schedules for when particular project components are set to be completed.

EM has placed a lot of emphasis on establishing and validating its baselines and will use strategic planning to make the case that there are real benefits for providing the program with stable funding. Ms. Sykes presented a graph depicting EM's baseline requirements, EM's revised baseline requirements, and EM's actual/published five-year targets for 2008. The program's life-cycle costs have increased in part because EM had to readjust its baselines to reflect lower funding levels. Once the program develops its analytical base, it will be better equipped to make arguments for stable funding and tailor schedules to accommodate change.

As previously discussed during Mr. Rispoli's presentation, EM has started to assess the possibility of increasing the program's scope to include facilities from other Departmental missions such as the National Nuclear Security Administration (NNSA) and the Offices of Science and Nuclear Energy. EM must rely on its established baselines to understand how potential increases in scope will affect the program in terms of cost and what it can possibly accommodate in terms of disposition paths, treatment and packaging options,

and workforce capabilities. Are these projects that EM is in a position to deal with or is there another program with the available resources that could accept the scope instead?

Dr. Ferrigno commented that in terms of lifecycle costs, escalation has become an industry-wide issue and concern. He asked if EM had embraced this issue as it grapples with reduced funding and lifecycle increases, and if it was prepared for the realistic escalation of cost and labor. This is an issue that could become a very compelling discussion point for EM's budget request process with the Office of Management and Budget (OMB) and Congress. The legacy that the program will incur on delay will have a substantial impact on the cost and interest of EM's projects; the potential for escalation is notable.

Ms. Sykes responded that EM assumes a nominal level of escalation per guidance from OMB. Admittedly, the actual escalation may be higher when taking special factors for construction, commodities, and workforce capabilities into account.

Mr. Ajello commented that EMAB would like to provide input on this issue. It appears that EM's current budget arguments are driven by constraints that push the program out and create more risk. The Board members have discussed and become enthused about the concept of EM arguing how greater funding could benefit the program, both in terms of capital deployment and in terms of avoiding the escalation issue and reducing mortgage costs down the line, which could be particularly dramatic.

Ms. Salisbury agreed that the escalation issue makes for a compelling argument, and added that it is key to be able to make that argument clearly, concisely, and in plain language.

Ms. Sykes suggested that perhaps EM could also depict how different kinds of escalation could affect the program. Part of the reason EM has engaged in strategic planning is to explore the potential impacts of changes in technology, regulatory requirements, budgets, etc. EM needs to be able to respond to these changes and to those in regulatory and stakeholder priorities. Additionally, the program will utilize strategic planning to craft more compelling arguments and help market its significance to Congress and OMB. Part of this function may require that EM reevaluate how it prioritizes its funding in order to achieve more near-term successes and potentially delay some pieces of work to accelerate others.

EM-30 has developed detailed work breakdown structures that it hopes to use along with its baselines and scope definitions to engage with stakeholders on these issues at a lower level. This is an opportunity that the sites have not had in the past, but perhaps the dialogue will be more fruitful now with everything laid out. Ms. Sykes indicated that EM has also developed independently-reviewed cost estimates that, in addition to the established baselines, allow the program to show what impacts there will be on its schedules and individual compliance agreements. Lastly, Ms. Sykes reported that EM-30 has also established risk management plans which provide very detailed assessments that allow EM to determine what its technology needs are and where to target its investments or look for other solutions.

Ms. Sykes explained that now that EM's baselines have been established, her office will use them to build a modeling capability to answer the "what if?" funding questions. EM's budget is constructed on what are known as program baseline summaries, which are fairly high-level documents. Meanwhile, the sites develop their baselines at a very low-level or breakdown structure. Between these two extremes, EM-30 has developed analytical building blocks to provide DOE-HQ with a richer set of tools to use in building its budgets. Once EM-30 finalizes that modeling capability, it will be able to look at sound business practices in terms of near-term completions, individual sites, specific areas of sites, and footprint reduction. This will allow the program to assess and make arguments for the potential achievements that additional funding could achieve. The goal is to increase EM's overall return on investment while reducing risk to the maximum extent possible and lowering lifecycle costs.

Ms. Sykes provided the Board with a more in depth look at the concept of analytical building blocks and further explained that they will be used in order to provide EM with an opportunity to re-order its work. She clarified that the building blocks are developed using the baselines and certified cost estimates for individual projects. The idea is to find ways to move and re-sequence these pieces of work without impacting their cost integrity. EM-30 is also exploring methods to rack-and-stack the program's projects and schedules, which would involve moving activities either forward or backward without changing their relative profiles in order to optimize EM's project schedules.

### **Roundtable Discussion**

Dr. Ferrigno asked if the projects were independent; often, a site's projects are linked to one another and that linkage has a sequential impact.

Ms. Sykes replied that her office is collecting that information and taking linkages into account. Overall, EM-30 is looking at accelerating some projects in order to eliminate maintenance costs.

Mr. Owsley asked how EM-30's analytical building blocks and racking-and-stacking methods relate to regulatory compliance schedules.

Ms. Sykes explained that EM-30 is taking note of those issues as it creates possible cost-savings scenarios. EM will open a dialogue with the individual sites and work with the regulators to see if accelerating certain activities over others would be beneficial, and admittedly, that may require some trade-offs.

EM is operating in a unique and challenging budget environment. Funding for discretionary programs has become harder and harder to come by, which makes capturing the attention and support of Congress that much more important in securing a stable future for EM.

Mr. Dabbar commented that the concepts and methods Ms. Sykes had described seem to be an excellent first step in developing budgeting tools that allow the program to look at a variety of drivers. This is a major move on behalf of the broader program and allows EM to become better stewards of the taxpayers' money. Having a tool that allows prioritization of timing and sequencing from a financial perspective is critical, especially given the reality that the program's budget will become increasingly constrained in the years to come.

Mr. Dabbar also suggested that the scenarios and deltas Ms. Sykes discussed could be incorporated into EM's transition plan to make the argument during the next budget cycle of, "this is where we are right now, but this is where we could be if we had more funding." Part of the goal would be to help EM depict obvious and achievable wins for the next administration.

Mr. Swindle commented that EM-30's rack-and-stack method appears to be a fairly straightforward business process. To add to Mr. Dabbar's comment, Mr. Swindle suggested that as discretionary funding decreases, EM needs to be able to argue its case from a minimum requirement perspective and show scenarios that depict what it can accomplish with greater funding and flexibility.

Mr. Ajello commented that the \$1.5 billion gap between the program's baseline requirements and revised baseline requirements is striking. This recalibration combined with the extreme escalation rates previously discussed will make the program very difficult to manage in the future. If that gap cannot be narrowed, EM will have a very significant issue on its hands.

Dr. Ferrigno added that this exemplifies the urgency for EM to complete its mission.

Mr. Rispoli stated that the accomplishment of developing baselines that are in line with more reasonable funding targets has improved the program's credibility. The program is now postured to make a strong business case to the transition team and move forward into the future.

Mr. Dabbar commented that in his experience, there have been a number of environmental standards passed throughout the country at levels that are unattainable from a pure engineering, technical, and financial standpoint. This is a broad issue occurring throughout industry and the environmental community. It is good to have high standards and goals, but it is also becoming evident that these may not always be achievable.

Mr. Rispoli agreed and added that having the technical and workforce capabilities is critical. It is a complex mosaic to be able to not only secure the appropriate levels of funding, but also to sustain the capabilities necessary to complete the work. There are real, tangible constraints.

Dr. Ferrigno encouraged EM to anticipate questions from OMB and Congress along the lines of, "assuming the program is allocated \$7.5 billion, it can accomplish X, but what if it is allocated \$10 billion?" There is a point of diminishing returns and it is important that EM is prepared to respond to that scenario.

Ms. Sykes agreed and indicated that EM-30 recognizes the need to analyze and understand what EM's workforce levels are and what they are capable of doing.

Mr. Ajello noted that EMAB will continue to engage with the topic of Strategic Planning and thanked Ms. Sykes for a very informative presentation.

### **Acquisition and Project Management**

Mr. Ajello introduced Mr. Jack Surash, DAS for Acquisition and Project Management (EM-50).

Mr. Surash began his presentation by reporting that on November 17, 2007, DOE's Senior Procurement Executive designated EM-50 as the EM Head of Contracting Activity (HCA) with an authority of \$15 million for new contract awards and \$10 million for contract modifications. The Senior Procurement Executive and NAPA have since suggested that Mr. Surash's HCA authority may be too low and should be extended to approximately \$50 million. As the HCA, EM-50 has issued delegations of authority to Field Managers and Field Procurement Directors, named an EM Competition Advocate and Task Order Ombudsman, issued warrants to all EM Contracting Officers, appointed four field Organizational Property Management Officers, and issued three EM HCA Directives.

Mr. Surash then introduced the EM Acquisition Center and provided an update on a number of EM-50's activities. The Acquisition Center has been officially established since EM-50 fully manned its procurement planning, contract management, and project execution functions. With this achievement, Mr. Surash's office has been able to focus its attention on addressing some of the program's contract and procurement challenges by establishing recurring meetings with field organizations and increasing EM's communication exchanges with the Office of Management (MA).

The Acquisition Center uses a process that begins with initiating the acquisition, planning it, performing the source selection, and then managing the awarded contract. Mr. Surash noted that contracts are driven by the site managers. However, with the establishment of the Acquisition Center, there is now a more integrated and cooperative approach to initiating this process that involves the site, DOE-HQ, and the CBC.

Mr. Surash reviewed a number of EM's recent awards and proposals currently in source selection and noted that the program has made tremendous progress. In FY 2007, EM awarded contracts for the West Valley Interim End State, Moab Remedial Action, Moab Technical, Waste Isolation Pilot Plant (WIPP)

Transportation Services, Stanford Linear Accelerator Remediation, Separations Process Research Unit (SPRU) Land Area Cleanup, SPRU D&D, and Savannah River Information Management Services. EM has awarded two contracts in FY 2008, namely the Energy Technology Engineering Center Environmental Impact Statement, and the Savannah River Management & Operations. Proposals under review include the Savannah River Liquid Waste, Hanford Mission Support, Hanford Plateau Remediation, and Hanford Tank Operations contracts; EM-50 has also issued a Request for Proposal for the Oak Ridge TRU waste facility. Mr. Surash listed a number of future procurements, including the Idaho Advanced Mixed Waste Treatment Plant, Portsmouth D&D, EM Low Level Waste/Mixed Low Level Waste Treatment, EM Indefinite Delivery Indefinite Quantity contracts, Oak Ridge Integrated Facility Disposition Project, Paducah Infrastructure and Remediation, Carlsbad Maintenance & Operations, DUF-6 Operations, Savannah River Small Business Set-Asides, and Savannah River Security Services. He encouraged the Board members to visit DOE's acquisition forecast website, <http://hqlnc.doe.gov/Forecast> for more information. In particular, the Portsmouth D&D proposal will be the first major procurement to be fully processed through EM's Acquisition Center.

With regard to its small business initiatives, Mr. Surash reported that EM has made great progress. He believes that the program will be able to sustain a level of approximately four-percent of EM's awards being small-business awards. Part of this effort involves evaluating EM's projects and determining if they are appropriate for small businesses and if those businesses can be successful.

Mr. Surash then provided an update on the topic of project management. As previously discussed, EM recently underwent a huge effort to reestablish and validate its costs, schedules, and baselines. The most significant part of this initiative involved essentially constraining the program's work to what its five-year funding profiles would likely be. Currently, EM-50 is working to maintain and manage these baselines and ensure that the performance of the program's projects is accurately reported. Mr. Surash's office is able to accomplish this through standardized earned-value project performance reporting, using Dekker and/or wInsight tools. This will allow EM-50 to draw data directly from the contractors' databases.

Mr. Surash reported that EM-50 is also in the process of developing guidance for standardizing EM's risk management processes and contingency policies. Furthermore, the program has made a lot of progress with respect to certifying its contractors in the Earned Value Management System.

Lastly, Mr. Surash provided a brief explanation to clarify EM's terminology for its cleanup project components. Many of EM's cleanup projects are long-term and can stretch over decades. Until the spring of 2007, the program had attempted to establish baselines that captured work scope in its entirety and provided exact point estimates for schedules and cost. In order to develop more accurate baseline reporting, EM has since broken these long project lifecycle costs into three phases: Prior-Year Cost, Near-Term Baseline, and Out-Year Planning Estimate Range. The Prior-Year Cost accounts for FY 1997 through the present, while the Near-Term Baselines reflect the next five years. The Out-Year Planning Estimate Ranges reflect both 50% and 80% confidence levels.

### **Roundtable Discussion**

Mr. Owsley asked Mr. Surash where EM's life-cycle cost information had been made available, specifically the data for the out-year planning estimate ranges.

Mr. Surash indicated that his office is currently working to make summary-level information available to the regulators and general public and that this will likely be managed through the sites.

Mr. Estes commended Mr. Surash for EM-50's progress and asked him to comment on how the integration of DOE-HQ, the CBC, and the field had impacted the cultural divide between EM Headquarters and the sites.

Also, with respect to the NAPA report which suggested that EM-50's staff levels were low, Mr. Estes asked Mr. Surash if he had received any indication that his office would be able to increase its size.

Mr. Surash replied that EM-50 is managing its work in two different phases: pre-Acquisition Center and post-Acquisition Center. While there will likely be some growing pains at first, EM-50 sees its role as primarily tasked to provide support to the field.

Mr. Rispoli added that EM's lengthy procurement cycles have compounded this issue because they require both the federal and contractor sides to hold their teams together for inordinately long periods of time. It is not a well established process, and it discourages people from volunteering to serve on Source Evaluation Boards. The overarching goal of the Acquisition Center is to simplify and streamline this process, thereby making it less burdensome for all of those involved. Eventually, depending on the ability of each site, EM-50 will be able to delegate procurement authority below a certain level to the field and make the process even more efficient.

With regard to Mr. Estes' second question, Mr. Surash reported that EM-50's best-in-class initiative identified a gap of approximately 160 project and contract management positions, primarily in the field. Thus far, the program has been able to hire 20 individuals to begin filling that gap.

Mr. Klein commended Mr. Rispoli and Mr. Surash for their vision in setting up the Acquisition Center. He also commented that for site managers, there is nothing more important than a good and manageable contract. Furthermore, there are a number of useful lessons learned throughout the EM complex that need to be shared and institutionalized with regard to contract design. DOE is essentially an acquisition agency and it takes a lot of effort to transition from weapons production missions to managing specific projects. Given the amount of competition for acquisition and project management resources, Mr. Klein asked Mr. Surash to comment on the human capital aspect of his operation.

Mr. Surash replied that EM-50 has not had a problem attracting people, but must take into account that it also needs to staff its CBC team. He added that in August 2007, EM-50 established a FPD incentive program similar to the one offered by the Office of Civilian and Radioactive Waste Management. Basically, site managers have been provided guidance to issue annual incentives to their qualified FPDs based on the level of their qualification and the project that they have successfully managed. Mr. Surash agreed to provide EMAB with that guidance.

Dr. Papay commented that it is important for the program to stay the course with its project management initiatives. Within the field of engineering, project management is a worthy career goal and anything that EM can do to make this a desirable position within the Department should be commended.

Mr. Surash noted that EM's FPDs receive a high-level of visibility. They are responsible for reporting directly to the Assistant Secretary and Principal Deputy Assistant Secretary during the regular QPRs. This can be a very beneficial and empowering opportunity.

Dr. Ferrigno stated that the level of rigor and discipline that Mr. Rispoli and Mr. Surash have brought to EM has delivered phenomenal results.

Mr. Rispoli thanked Dr. Ferrigno and recognized that this success is due largely to EM's DASs and Office Directors. The senior career individuals are the ones that sustain the program.

Mr. Ajello thanked Mr. Surash for his presentation.



## Quality Assurance

Mr. Ajello introduced Mr. Dae Chung, DAS for Safety Management and Operations (EM-60).

Mr. Chung explained that in April 2006, Secretary Bodman directed all Departmental organizations to establish Quality Assurance (QA) programs that adequately address DOE policies, rules, and directives. These policies, rules, and directives had actually been in place for sometime; however, as DOE lost its momentum to focus on nuclear QA efforts in the late 1990s and early 2000 time period, the Department began to downgrade and tailor its requirements to fit broader applications. This resulted in a number of lagging indicators that suggested a systematic weakness in DOE's QA management system and work processes, specifically with regard to design, procurement, analysis, welding, inspections, and corrective actions. Within EM, Mr. Chung's office engaged in a number of field-assisted reviews to evaluate the top-level QA documents and flow-down requirements for its prime contractors and their sub-tier organizations. These reviews revealed programmatic weakness in several key criteria such as organization, design control, audits, SQA, instruction drawings, and procedures.

As a result of this history, EM-60 has decided to focus its work specifically on the areas of Management/Organization, Federal Resources, Communication and Partnership, Training and Qualification, Institutionalization of QA Processes, and Oversight to improve the program's QA functions.

Within Mr. Chung's organization, EM has established an Office of Standards and Quality Assurance (EM-64), led by Director Sandra Waisley. EM-64 provides corporate leadership and management for EM's QA programs and oversight responsibilities and ensures that there are standardized processes for auditing, reviewing, and assessing the various aspects of the program's project planning and execution elements. Currently, EM-64 is staffed by six senior individuals including three QA specialists, one construction QA specialist, and two nuclear safety and operations experts.

In terms of federal resources, EM has mandated to its site and field managers that they must establish a strong QA organization with competent QA personnel who report directly to key decision-makers. This is a fundamental issue and an ongoing challenge for EM that will continue over the next two years in order for the program to achieve the minimal staffing and resources necessary to oversee contractors' performance in this arena. Furthermore, although DOE has a corporate-level QA program planning document, Mr. Chung explained that EM-60 has endeavored to better incorporate additional, and often external, QA considerations and requirements into one document in order to provide a clear and comprehensive framework for the field. EM-60 is also working to establish a strong QA community of practice that integrates a variety of disciplines such as human capital, project management, and engineering.

Mr. Chung noted that QA is an area where the EM lacks adequate training and succession opportunities, which makes it difficult for the program to sustain a level of excellence. In order to address this issue, EM has established a centralized training platform for its federal and contractor personnel. The training platform will utilize a phased approach requiring 700 hours of training and mentoring. Phase I comprises a week-long class hosted by WIPP, followed by Phase II which involves hands-on field work in initial audits, mentored by senior auditors. Phases III and IV include advanced audits for lead auditor candidates and continuous follow-up coaching and mentoring. The desired outcome of this initiative is to develop sufficient expertise among DOE staff to adequately maintain and oversee implementation of compliant and effective QA programs, and to develop consistency and standardization in interpreting and implementing QA requirements.

Mr. Chung stated that one of the key elements for improving EM's QA will be to establish an evaluation process that integrates several declaration criteria, similar to the Integrated Safety Management System's annual declaration process. EM-60 has also embarked on the development of corporate performance metrics that will help line managers and federal project directors understand what QA is and what constitutes quality

performance. Lastly, as a result of the program's field-assisted reviews, EM-64 has created a comprehensive audit plan for the sites and their contractors.

On March 1, 2008, EM-60 established a QA Corporate Board to oversee the effectiveness of QA requirements and disseminate best practices and lessons learned. Its membership comprises senior managers from DOE-HQ, the field, and the EM contractor workforce. Mr. Chung reported that the Corporate Board's first meeting was very well attended and resulted in five top QA priorities: Requirements Flow Down and Accountability, Adequate NQA-1 Suppliers, Commercial Grade Dedication, Graded Approach Implementation, and Federal Understanding of QA/Oversight and Line Management Accountability. Specifically, with regard to the fifth QA priority, Mr. Chung noted that EM-60 would like to provide additional QA training to EM line management. QA-related issues are part of EM's overall project risks and will be included in a number of pilot QPRs.

Unfortunately, EM's review and oversight assessment processes are not as organized as they could be and are sometimes duplicative in scope. EM-60 has identified a need to perform more comprehensive, integrated, and standardized project reviews at critical decision points to ensure that DOE's performance expectations are reflected clearly throughout its lifecycle activities. Mr. Chung indicated that EM-60 wants to make sure that in addition to safety, that the program factors QA, engineering, and other technical considerations into its project review criteria in order to better assess and manage risk. Therefore, EM-60 took on six modules to create a standard review plan.

Mr. Chung concluded his presentation by reiterating the fact that the timely integration of safety and QA into EM's work is critical to the program's success. Furthermore, the program is committed to completing the aforementioned QA initiatives and continuously improving its quality management system to ensure disciplined and reliable operations.

### **Roundtable Discussion**

Dr. Papay commended Mr. Chung for his presentation and for his recognition that QA must be part of EM's work culture much like safety; it is a way of life. He also asked Mr. Chung to comment on EM's corrective action processes that result from various audits and/or non-conformance reports, and noted that corrective action processes are extremely important metrics.

Mr. Chung explained that EM has a formal corrective action tracking system that deals with both QA audit findings and all internal and external assessments. EM-60 pays extremely close attention and tracks corrective actions on a bi-weekly basis. The system may not be perfect, but Mr. Chung's office is continually working with the site managers and their staff in order to improve these processes.

### **Management Analysis**

Mr. Ajello introduced Mr. James Fiore, Director for the Office of Management Analysis (EM-6).

Mr. Fiore explained that the EM-6 serves as a catalyst for helping EM improve its management practices and the way that it does business. EM-6 is the office that integrates the missions of each DAS and ensures that the advice and recommendations from the program's advisors, such as NAPA and EMAB, are implemented. Mr. Fiore also stated that his office has been tasked with coordinating the program's transition work.

EM is on a solid path toward becoming a high-performing organization. There are currently a number of management initiatives underway that the program aims to accomplish before the change in administration in order to convey EM's mission, goals, and capabilities.

By way of background, Mr. Fiore recalled that NAPA issued its final report on the EM program and focused specifically on the areas of Project Management, Organization and Management, Acquisition, and Human Capital. EM has fully implemented nearly 30 of the panel's 69 recommendations, and nearly 120 of the 180 sub-activities that those recommendations had been broken down into. Additionally, in November 2007, EM's management team met to identify a number of initiatives that it felt it could achieve before the end of the current administration. These management initiatives were divided into the categories of Human Capital, Engineering, Organizational Changes, Safety and Quality Assurance, and Project Management and Acquisition. Mr. Fiore highlighted that as a result of the NAPA report and management initiatives, EM established both an Office of Communication and External Affairs and an Office of Standards and Quality Assurance, in addition to creating EM-6 and enhancing the capabilities of the Chief Operations Office.

Mr. Fiore reported that EM has also engaged in a best-in-class Project Management and Contract Management initiative in order to assess the program's capabilities. The corporate implementation plan that this initiative generated identified 18 recommended priority actions. Senior manager Scott Van Camp has been assigned to this initiative to ensure that the 18 recommended priority actions are indeed implemented. Additionally, DAS Mark Gilbertson and DAS Dae Chung have championed EM's best-in-class Engineering and Technology initiative. A number of workshops have been held with DOE, contractors, laboratories, and universities to define what engineering and technology excellence is and how EM can achieve it.

Mr. Fiore explained that the program has a number of corporate boards to deal with issues such as high-level waste, low-level waste, TRU waste, quality assurance, etc. By looking at the program's projects corporately and utilizing its vast pool of expertise and resources, EM can better address its challenges and engage in best practices. Additionally, the program has established more senior positions in the Chief Operations Office in order to facilitate more effective horizontal integration between DOE-HQ and the field.

Mr. Fiore briefly reviewed EM's program management overview and program management manual, which provide detailed descriptions of how EM does business. The program's goals and activities flow down from the DOE mission and into four basic phases of work: planning, budgeting, implementation, and evaluation. EM will describe its business practices and provide guidance to the field in terms of these phases.

Mr. Fiore concluded his presentation by noting that EM has recognized the need to better deliver its projects within cost and schedule and has made changes to increase its management rigor. The real challenge will be to continuously build on and institutionalize this progress.

### **Roundtable Discussion**

Mr. Winston commented that he is strongly supportive of adding full-time equivalents (FTEs) to the program. As EM increases its staffing levels, it will be important for the program to create a framework that leverages its existing capabilities while maintaining efficiency.

Mr. Fiore thanked Mr. Winston for his feedback and added that EM is attempting a fairly rigorous workload forecasting initiative. The program is committed to assessing and filling its actual needs and not generating work and/or positions just for the sake of doing so.

Since EM-6 is responsible for integrating organizational strategies and initiatives, Ms. Salisbury asked Mr. Fiore to comment as to how his office interfaces with the Office of Communications and External Affairs.

Mr. Fiore replied that EM-6 and the communications office work in tandem on a number of issues. Specifically, the two offices collaborated to develop presentations for Congress and have already started working together to address what messages need to be conveyed to the transition team and how to do so most

effectively. One idea that has been proposed is to vet all of the materials for the transition team through EM's newest employees to determine how understandable and clear the information is.

EM-6 and the communications office are still in the process of fully mobilizing themselves and need to address the issue of institutionalizing their functions. Mr. Fiore stated that EMAB's assistance in this area, specifically in institutionalizing communications, would be welcomed.

Mr. Swindle commented that a lot of EM-6's focus appears to be a direct result of the NAPA report and that NAPA has been tasked by Congress to study other DOE organizations related to EM. Over the past couple years it has become apparent that, particularly with regard to acquisition and operations, EM is very dependent upon Departmental elements such as MA and General Counsel. He asked Mr. Fiore if EM's relationship with these elements had improved to the degree that their roles are more supportive rather than hindering.

Mr. Fiore confirmed that NAPA had been tasked by Congress to study DOE's Human Resources and MA, which includes procurement and Chief Financial Officer functions. In its EM report, the NAPA panel indicated that those offices occasionally impeded rather than helped support EM's mission, reinforcing the notion that EM needs to work harder to improve those relationships. This is difficult because those Departmental elements seem to be fairly entrenched in their own processes. Mr. Fiore suggested that the new NAPA reports may shed light on these issues.

Mr. Ajello thanked Mr. Fiore for his presentation.

### **Public Comment Period**

Mr. Ajello called for comments from the public, whereupon there was no response.

### **Human Capital Initiatives**

Mr. Ajello introduced Ms. Diane Cochran, DAS for Human Capital and Business Services (EM-40).

Ms. Cochran explained that EM began looking at its human capital issues approximately four years ago. EM's focus on human capital has continued to increase and, with the addition of the NAPA study, the program is closer to achieving its goal of establishing a high performing organization based on having the right people in the right place at the right time.

Ms. Cochran reviewed a few of the challenges facing EM's human capital efforts. Currently, the program is focusing on budget realities, fostering a mind-set geared toward EM's success and completion, and securing the appropriate FTEs to fill skills gaps. She explained that human capital initiatives go beyond the recruitment of more people; they also need to address training, developing, and assessing the workforce. Human capital is a life-cycle continuum, or cradle-to-grave management of human resource assets and career development.

Part of the processes EM-40 has developed to address EM's human capital issues include the establishment of a Strategic Human Capital Steering Committee comprising key HQ and field personnel to keep the program vectored in the right direction and provide a sanity check on where the initiatives are heading. EM has also established a group of human capital experts, including highly technical and scientific individuals. Furthermore, the program is engaging in a best-in-class initiative for leadership.

EM-40 has been working to implement EMAB's human capital recommendations, with particular focus on those dealing with accountability. Ms. Cochran noted that the last Federal Human Capital Survey (FHCS)

was very disappointing in terms of the EM workforce's perception of its leadership. According to the FHCS results, less than half of EM's employees believe their leaders provide motivation and inspire trust. This trend extends beyond EM and DOE; however, there were a few agencies that showed improvement in their leadership, and the program is looking into those examples. Consequently, EM has performed leadership assessments at its sites in an attempt to address some of those issues. EM has also established a leadership excellence program, which includes mentors and coaches that aid in the development paths for internal advancement. Furthermore, the program's Professional Development Corps, which brings in interns, aims to create the leaders of tomorrow. Ms. Cochran also recognized that communication skills are key to effective leadership and reported that they have been incorporated into senior managers' performance standards.

One of EM-40's human capital tools is a forecasting and skills analysis system that allows Ms. Cochran's office to load all of its products, services, functions, FTE counts, and other data into a workforce planning model. If and/or when the program shifts its direction, this model will allow EM to identify how the federal workforce can be reconfigured. The workforce forecasting and skills analysis system does not address the contractor workforce at this time; however, it does include a component that allows EM to examine its competency levels and identify mission-critical occupations and skills that are in demand. Ms. Cochran noted that EM-40 hopes to have data from DOE-HQ and the first field site loaded and operable by the end of FY 2008. The system will continue to be expanded until the entire EM workforce is counted and will link budget and programs to human capital requirements.

With regard to employee recruitment and retention, EM wants to become the employer of choice. Part of achieving this goal means that the program needs to market and brand itself. EM-40 is in the process of developing a new vacancy announcement format specifically for EM that will help convey the attractiveness and excitement of the program. Ms. Cochran's office is also exploring tools and marketing approaches to attract experienced, seasoned professionals.

Ms. Cochran summarized a number of EM's human capital challenges. Specifically, the program has an aging workforce and needs to combat that by attracting and retaining new talent. The average EM employee is 51 years old. Furthermore, only 1% of the EM workforce is under the age of 30, while 91% are between the ages of 40 and 60. It is important that the program changes this dynamic and continues to define what it means to be a high-performing organization.

### **Roundtable Discussion**

Mr. Barnes asked how DOE's summer internship program translated into actually bringing individuals on board.

Ms. Cochran replied that EM has had difficulty recruiting students. The program has the capability to enter into co-op relationships with universities but it does not fully utilize this function. EM is currently engaging in a dialogue with Florida International University and Tufts University to discuss co-op programs where it can use the students during their summer and winter breaks. After a certain number of work hours, these students will be eligible to become permanent employees. Ms. Cochran explained that EM plans to expand its summer program and is looking at a variety of avenues to attract students.

With regard to EM's employee morale issue, Mr. Barnes asked Ms. Cochran to comment on the discrepancy between the program's FHCS results and all of the good management practices and initiatives that have been implemented in recent years.

Ms. Cochran stated that while EM has made a lot of progress in its human capital initiatives, there is a lot of residual distrust. It is a culture issue, and while morale is steadily improving, it may take a generation of new individuals and an influx of new enthusiasm to really change that. EM has used focus groups as a result of

both the FHCS and the DOE annual employee survey, in addition to implementing 360° reviews for senior executives in order to identify where the issues are and how to address them.

Ms. Cochran also explained that the FHCS is distributed every two years; agencies issue their own employee survey annually. Unfortunately, the agency survey is not broken down by program elements and DOE has not been able to provide EM-specific results. Ms. Cochran agreed to share the 2008 FHCS with EMAB once it is released in March 2009.

Dr. Ferrigno noted that EM's workforce recruitment challenge may also be characterized as an effort to maintain continuity in operations. He suggested that perhaps there could be a cooperative agreement between DOE and the Department of Defense where military personnel and/or individuals from the Army Corps of Engineers could be placed on temporary assignment to fill the program's workforce gaps.

Mr. Rispoli commented that Dr. Ferrigno provided a very worthwhile suggestion. There are a number of programs in DOE, such as NNSA, that engage in similar relationships with the military.

Ms. Cochran took note of Dr. Ferrigno's suggestion and added that beyond temporary assignments, EM plans to follow the Defense Base Closure and Realignment and interface with transition assistance offices at the bases with significant closures in order to recruit acquisition and project management expertise in the future.

Ms. Salisbury asked what EM is doing to attract and retain talent; how is the program changing its corporate image to appeal to a younger workforce?

Ms. Cochran explained that research shows that the younger generations aren't necessarily looking for a life-time career. Rather, they are looking for developmental opportunities and/or rotational assignments. Those are the kind of vehicles that EM is building into its CBC program. While EM's current workforce is not particularly apt for rotational assignments, they are being encouraged, and EM-40 is looking toward the Department of Defense's Executive Corps program for inspiration. The goal is to create a workforce culture that is similar to contracted employment and requires certain expectations and/or assignments and performance to be met in order to advance.

Ms. Cochran cautioned that these changes will take time. Over the last four years, EM has taken part in a very aggressive early-out incentive plan that resulted in approximately 200 people separating from the program. That plan will expire in September, but the program has asked the Office of Personnel Management (OPM) to extend the authority until a new plan is in place. EM needs to create headroom and opportunities for people to come into the program with a positive mind-set and leadership aspirations.

Ms. Cochran reiterated that EM's human capital future is a commitment to ensuring that the right people are available for the right job at the right time, and that means being able to move from location to location when required. There is a cadre at the CBC that serves as a good example for that concept, but it is important that EM integrates its business and technical functions with human capital initiatives.

Mr. Ajello commented that he was pleased to see progress in EM's human capital efforts. However, given its workforce challenges – specifically the retirement/aging issue – it appears that EM's intern and mentoring programs are undersized. To a large extent, this is a function of what the program can feasibly handle, but subject to resource limitations, the program should be expanded.

Mr. Ajello also added that his company ties its workforce morale and surveys to the senior managers' annual bonuses. This increases transparency and helps incentivize leaders to help create and maintain a healthy work environment.

Ms. Cochran agreed with Mr. Ajello's comment regarding the internship program and indicated that EM would like to achieve a level of maturity where it can take on 60-80 individuals every year. There are still a few kinks to work out, but currently the program is offering student loan repayment incentives, rotational assignments, accelerated promotions, and graduate school opportunities.

Mr. Ajello added that EM has a tremendous advantage in the geographic dispersion of the program and the inherent importance of its mission.

Mr. Owsley commented that when developing and performing employee surveys, it is very important that the pollsters are well trained and experienced in order to collect accurate results.

Mr. Barnes added that universities are always looking for opportunities for their students such as internship programs. It seems that EM could offer some very interesting summer internship opportunities, and that would also provide an opportunity to hook the individuals into a career with the program.

Mr. Ajello thanked Ms. Cochran for her presentation and announced that the Board would break for lunch until 2:00 p.m. EST.

### **EM Communications**

The Board reconvened at 2:00 p.m. Mr. Ajello introduced Mr. Jeffrey Bobeck, Director for the Office of Communications and External Affairs (EM-5).

Mr. Bobeck explained that EM-5 was established in order to address three important programmatic components: public accountability, stakeholder outreach, and corporate communication functions. Some of the challenges that the EM program faces with regard to communications include technical complexity, a weapons complex culture of secrecy, and nuclear cleanup fatigue. Furthermore, EM must work proactively to get ahead of the message curve and work on defining itself, in addition to building and equipping EM-5 from scratch.

Mr. Bobeck outlined the building blocks for EM-5. First, and most importantly, EM-5 is building a foundation of the right people with the right communications skills. Secondly, EM-5 is establishing procedures to standardize and institutionalize its role within DOE and its role in relation to the public. And lastly, EM-5 functions best when fully integrated into the policy-making process; EM-5 is part of the management of the EM organization.

EM-5 has been organized to incorporate both political appointees and career federal employees to establish continuity. Specifically, the Senior Communications Advisor will be a federal career position and will act as an alter-ego to Mr. Bobek's Director of Communications and External Affairs role, and carry over any institutional memory into the next administration. Mr. Bobeck noted that he is very excited to fill the positions in the near future and work toward developing and implementing the office's functions and procedures.

EM-5 interfaces with a number of different entities such as the media, the Congress, the public, and many stakeholder groups. However, it does so through a variety of intermediaries including the EM Office of Operations, EM Office of Public and Intergovernmental Accountability, DOE Office of Public Affairs, and the DOE Office of Congressional and Intergovernmental Affairs. Mr. Bobeck noted that it is very important that his office maintains excellent and seamless working relationships with those entities in order to communicate clearly and effectively, and with one message and one voice.

Mr. Bobeck stated that his office has started to conceptualize a strategic plan. Its basic elements will include developing core messages such as, “Continuous Progress, Safely,” and building the EM logo into a brand. The plan will also address the application of best corporate practices and benchmarking measurable improvement. Lastly, Mr. Bobeck explained that a strategic plan will help institutionalize EM-5 as a turn-key operation that will function consistently and transcend political change.

However, before EM-5 can focus its full attention on these goals, it needs to improve and fix a number of “pot holes” in EM’s current communications practices. First and foremost, the program needs to address its internal communications to ensure that there is a two-way flow of information between DOE-HQ and the field. Secondly, EM needs to update its basic informational materials, and has started developing an EM Story video and a brochure titled “Progress and Pathways.” Lastly, the program needs to continue to nurture and improve its ability to engage Congress and keep that Congressional constituency engaged and optimistic.

### **Roundtable Discussion**

Mr. Ajello thanked Mr. Bobeck for his presentation and acknowledged that EMAB has a standing Communications Subcommittee that has been very involved in the issues and organizational elements that Mr. Bobeck discussed. The Communications Subcommittee includes Ms. Salisbury, Ms. Anderson, Mr. Barnes, and Mr. Winston.

Ms. Salisbury commented that the establishment and plans for EM-5 are significant programmatic improvements. She asked Mr. Bobeck how EMAB could assist EM-5 as it develops, specifically with regard to communicating clearly with different audiences, promoting EM’s successes, and strategic planning.

Mr. Bobeck responded that as EM-5 begins to evaluate and develop its communications tools – such as the EM Story publication – the opportunity to share projects with the Board and collect its feedback would be greatly appreciated and beneficial. The ability to communicate with different audiences and convey EM’s work clearly, effectively, and in plain language is essential to its success.

Mr. Winston noted that by improving its communications, EM will reap benefits far outside of the scope discussed in this particular session. He also suggested that EM engage its partners – specifically the state regulators, governors, tribal representatives, local governments, etc. – to help relay the significance of its work and convince Congress that EM’s mission is an important national agenda item. This may help EM send a more collective, more coherent message to Congress by marshaling its forces to tell its important story.

Mr. Bobeck noted that, in some ways, the program has become a victim of its own success. EM’s constituency in Congress is fairly limited to the members with sites in their districts. Even within those states that have sites, EM is concerned that there may not be as much interest in the program as there was in the past. One way to address this issue is to engage Congressional delegations rather than specific members’ offices. This may be the first step in building a more national constituency. Besides, even if EM does not have a site in a particular state, it may have transportation issues that impact that state; it is in fact a national program.

Ms. Anderson remarked that communication is a two-way street. It is very important that EM listen to what is going on in its communities. Furthermore, there should be a greater emphasis on engaging and communicating with local elected officials since they represent the people living around EM’s sites.

Mr. Bobeck agreed with Ms. Anderson and indicated that local government involvement is an area where EM could use the Board’s help in understanding how to engage and identifying organized elected official groups



such as the National League of Cities, etc. It seems that often, local officials reach EM by taking their issues directly to their congressmen, rather than the program itself.

Mr. Ajello observed that communicating the program's strategic intentions and long-term funding requirements throughout the budget process and in the EM's interactions with OMB may be applicable to EM-5's work scope as well.

Mr. Bobeck noted that Mr. Ajello's comment relates to integrating communications and EM-5 into the policy-making process. This is a role that will grow over time as Mr. Bobeck's office becomes more capable of engaging in these matters. Mr. Bobeck further added that the maintaining an open and effective relationship with Congress will also help EM work with and appeal to OMB.

Dr. Ferrigno asked Mr. Bobeck to comment on the issue of metrics. With the establishment of EM-5, what are the expectations and how will EM define and measure its communications success?

Mr. Bobeck responded that before his office can measure success, it needs to develop the tools and resources to do so. These will include benchmarking and monitoring EM's image in the media. Mr. Bobeck noted that it is also possible to measure success by analyzing Congressional interest. Counting the letters of congressional support received by the appropriations subcommittees is a fairly basic but nonetheless tell-tale metric for communications success.

Ms. Salisbury suggested that Mr. Bobeck use EMAB as a resource as EM-5 develops its metrics, written tools, and strategic plan.

Mr. Dabbar mentioned that in addition to the EM Site-Specific Advisory Board, there may be other, broader public advocacy and environmental interest groups that the program could engage. Reaching out to a variety of groups could expand EM's base and provide additional support for congressional relations.

Mr. Bobeck welcomed Mr. Dabbar's comment and invited EMAB to provide suggestions for specific groups and organizations that EM should include.

Mr. Ajello stated that he believes the program still needs to celebrate and highlight its successes more. There is an opportunity to build on EM's work culture and utilize EM-5's resources to internally communicate success stories and foster pride. Currently, the Assistant Secretary issues employee messages that help keep everybody up to date. Mr. Ajello suggested that the EM-5 expand that function. Celebrating the program's successes will also aide in its employee recruitment and retention.

Mr. Bobeck replied that he envisioned a calendar for the entire complex that marked the anticipated completion dates for major activities and helped everybody understand the significance of those milestones. Too often, due to the technical nature of the program, major accomplishments come and go before people are able to comprehend their significance and attract the appropriate public attention. This falls under the overarching message of "Continuous Progress, Safely," and being able to convey that message to different audiences.

Dr. Ferrigno commented that in addition to touting the program's successes, there is also the important communicative element of damage control. In light of the current budget constraints and regulatory milestone issues, Dr. Ferrigno asked Mr. Bobeck if there was a strategy for dealing with and communicating these realities to the regulators and stakeholders.

Mr. Bobeck explained that in recent months, EM's attempts to manage its message have been specifically aimed at Secretary Bodman's and Assistant Secretary Rispoli's testimony before Congress. However, his

office's long-term goal is for EM to become proactive in managing its message so that it is not always in damage-control mode. This is a top priority.

Mr. Klein observed that EM appears to be entering a new phase that will require a seemingly unprecedented level of sophistication and dialogue with its partners. This has to do with both the technical and social dimensions of what closure really means at some of the larger sites, how clean is clean, and the issue of natural resource damages. It is important to establish a communications organization that will be capable of working proactively in this new arena.

Mr. Bobeck agreed and added that the expertise and depth of experience of EM's people are the program's greatest resources.

Mr. Barnes asked if EM-5 is involved in helping EM personnel write speeches and create presentations. There is a real potential role for Mr. Bobeck's office to help give those messages some life and make them more understandable and marketable than what may be developed by technicians.

Mr. Bobeck responded that his office does provide that service and that helping make the program's messages more accessible is one of its most important functions. In particular, EM-5 works very closely with EM-30 and EM-50 in developing their presentations.

Mr. Barnes noted that there are a number of professional resources available for learning how to effectively communicate risk and technical issues. EPA has made use of them in the past, and EM may want to explore similar tools to help crystallize the program's risks in terms that everybody can easily understand and train its communications personnel in crafting those messages.

Mr. Swindle asked Mr. Bobeck to comment on EM's relationship with DOE's Office of Public Affairs and how potentially differing political agendas come in to play.

Mr. Bobeck indicated that EM has a tremendous relationship with its DOE public affairs partners on both a day-to-day and long-term basis. Although their roles are different, EM-5 and its DOE partners compliment one another. The important thing is that EM maintains these relationships and earns a reputation as the subject matter experts that the other DOE offices will defer to.

Mr. Ajello thanked Mr. Bobeck for his presentation and reiterated that EMAB is ready and willing to provide support to him and his office.

### **Board Business**

#### Approval of the September 14, 2007 Meeting Minutes

Mr. Ajello called for comments on the minutes from the Board's September 14, 2007, meeting in Santa Fe, NM. Upon receiving none, the minutes were approved by the full Board.

#### Approval of the FY 2007 EMAB Reports and Recommendations

Mr. Ajello called for comments on the final reports and recommendations pertaining to the Board's FY 2007 work. Upon receiving none, the final reports and recommendations were approved by the full Board.

### Date for Next Meeting

Mr. Ajello noted that EMAB would return to the field for its next meeting, which is tentatively scheduled to take place during the week of September 22.

### FY 2008 EMAB Topics

As previously discussed, Mr. Rispoli had charged EMAB to focus its FY 2008 work on the topics of Strategic Planning, Acquisition and Project Management, Management Analysis and Strategic Vision-Casting, Communications, Quality Assurance, and Human Capital Initiatives. Mr. Ajello formally accepted this charge on behalf of the Board with the caveat that the topic of Communications – and specifically, external communications – be given the highest priority, per Mr. Rispoli's direction. EMAB is very well informed and invested in this issue, and Mr. Ajello suggested that the Board's Communications Subcommittee continue to address this particular topic.

Mr. Ajello also noted that a separate subcommittee had already been established to address the topic of Strategic Vision-Casting, and that the remaining subcommittee assignments and activities would be discussed via email following the public meeting. He explained that each subcommittee will engage in conference calls and group work prior to the EMAB's September meeting, at which point the full Board will approve any final products and/or recommendations for FY 2008.

Ms. Salisbury suggested that another topic the Board could formally engage with is the coming change in administration and transition issues.

Mr. Rispoli agreed that EMAB's support during the transition would be welcomed. He directed the Board members to meet with representatives from the transition team and discuss EMAB's role and perception of various programmatic issues.

Mr. Ajello noted that supporting the program during the transition and helping it continue its momentum is one of the most important endeavors the Board can undertake.

Mr. Winston suggested that while EMAB should take the coming transition into account as it develops recommendations for each of the FY 2008 focus areas, the topic can also stand alone.

Ms. Salisbury agreed and added that by establishing Transition as a separate topic, EMAB may be able to provide a more comprehensive account of what it has accomplished in the past and help the next administration become cognizant of that work and history.

Mr. Ajello took the action to reflect upon how EMAB might organize itself to address the FY 2008 topics, including Transition.

Mr. Rispoli asked the Board to revisit the issue of EM's FHCS results. With regard to morale and leadership, EMAB had previously encouraged EM to explore different methods to show its employees that they are valued. Since then, Mr. Rispoli explained that EM has expanded its efforts and become more aggressive in recognizing its employees. However, the program is still battling a morale issue that stems largely from the institutional memory of a time when people's jobs were at risk. Employee morale is an area where EMAB can certainly help the program and suggest other means through which EM can show its employees that they are valued.

Mr. Ajello noted that he sensed some frustration due to the fact that the OPM survey was two and a half years old, the next iteration may be delayed, and there is a lack of transparency in breaking the data down to more

discernable sub-organizational levels. He explained that his company uses survey tools to measure human capital issues as well, and suggested that EM explore the use of similar software programs that can offer more timely feedback and information in addition to the FHCS survey.

Mr. Klein cautioned Mr. Rispoli not to put too much stock in the out-dated survey for many of the reasons previously mentioned. Given the degree of change occurring in the program leading up to the survey, specifically the A-76 situation in which many of EM's jobs would have been contracted out, there was a great deal of instability. However, the reversal of the A-76 situation really demonstrated a significant cultural change and marked a new day for a new kind of leadership and set of values. EM's steps to expand its employee recognition practices have only furthered that trend. Mr. Klein suggested that EMAB may be most effective in addressing this issue by focusing on it with regard to the coming transition and making sure that all of the program's momentum in this area continues. EM's ability to restore its employees' trust and confidence in their leadership is critical to ensuring that the program becomes a high-performing organization, and it is important that those efforts are recognized and sustained.

Dr. Ferrigno provided an example of positive employee morale from one of the companies he consults with. This particular organization, which is rather large, has been able to improve morale and employee retention through increasing access to senior management and fostering a cohesive, teamwork culture. The organization's efforts to improve the workplace and create a community have paid off in large dividends.

Mr. Dabbar also shared his human capital experience. His company started employing the use of 360° reviews for its managers and anonymous survey/comment boxes. While these tools are not necessarily the only feedback instruments for measuring human capital and morale issues, they are effective for collecting very detailed, real-time input.

Mr. Rispoli noted that EM performed 360° reviews for all of its executives over the past year and that this was a good step toward the type of practices Mr. Dabbar described.

Ms. Anderson added that the well being and morale of EM's employees strikes at the very heart of the communities where they operate. She suggested that having exemplary employees recognized by the city council would help bring DOE into the community and foster neighborly pride, ultimately resulting in more productive employees and more productive citizens.

Mr. Estes reiterated comments from an earlier session and stated that when using employee surveys, it is important to ask the right questions in the right way in order to collect realistic results. It is also important to look at context and where the results fall throughout the organization. A person's world view often corresponds directly to their particular function or position in the organization. It is important to communicate to all levels of staff and make sure that the bigger picture resonates with their position; they need to feel relevant.

Mr. Klein emphasized Mr. Estes' remark that meaningful work and employee empowerment are important components of morale.

Mr. Rispoli noted that the common factor in the discussion related back to EM's internal communications. EM needs to avoid sending mixed messages to its employees, focus on its core mission, and work harder at more balanced press coverage and positive reinforcement. He added that this is yet another reason why the topic of communications needs to be the Board's top priority.

In addition to communicating clearly, Mr. Owsley encouraged EM to involve its regulatory community and collaborate when setting its work scope and schedules. EM can maximize the benefits of its strategic planning efforts, especially with regard to the analytical building blocks, by discussing its intentions with the

regulators early in the process and seeking their feedback, rather than announcing and defending those schedules after the fact.

### **Public Comment Period**

Mr. Ajello called for comments from the public, whereupon there was no response.

### **Closing Remarks and Adjournment**

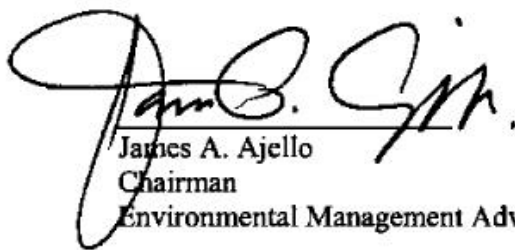
Mr. Ajello summarized action items from the day's meeting and indicated that he would circulate a document reflecting those items with any subcommittee assignments among the Board. Additionally, the members will be asked to provide input in finalizing the date and location for EMAB's next public meeting.

Mr. Rispoli thanked the Board for their time and effort in participating and preparing for the day's meeting.

Mr. Ajello extended his gratitude as well for what was a very valuable session.

The meeting adjourned at 3:52 p.m. EST.

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.



James A. Ajello  
Chairman  
Environmental Management Advisory Board



Terri Lamb  
Designated Federal Officer  
Environmental Management Advisory Board

These minutes will be formally considered by the Board at its next meeting, and any corrections or notations will be incorporated into the minutes of that meeting.

## APPENDIX A

### ENVIRONMENTAL MANAGEMENT ADVISORY BOARD

#### U.S. DEPARTMENT OF ENERGY

#### Meeting Agenda

May 7, 2008

Courtyard by Marriott - Embassy Row  
Washington, D.C.

- 9:00 a.m. Welcome and Overview**
  - James Ajello, *EMAB Chair*
- 9:15 a.m. EM Program Update**
  - James A. Rispoli, *Assistant Secretary for Environmental Management*
- 9:45 a.m. Roundtable Discussion**
  - Discussion Leader: James Ajello, *EMAB Chair*
- 9:55 a.m. EM Strategic Planning Overview**
  - Merle Sykes, *Director, Office of Strategic Planning and Analysis*
- 10:10 a.m. Roundtable Discussion**
  - Discussion Leader: James Ajello, *EMAB Chair*
  - Panel: Dennis Ferrigno, David Swindle, *Members*
- 10:20 a.m. Acquisition and Project Management**
  - Jack Surash, *Deputy Assistant Secretary for Acquisition and Project Management*
- 10:35 a.m. Roundtable Discussion**
  - Discussion Leader: Dennis Ferrigno, *EMAB Vice Chair*
  - Panel: G. Brian Estes, David Swindle, Larry Papay, *Members*
- 10:45 a.m. Break**
- 11:00 a.m. Quality Assurance**
  - Dae Chung, *Deputy Assistant Secretary for Safety Management and Operations*
- 11:15 a.m. Roundtable Discussion**
  - Discussion Leader: Larry Papay, *Member*
  - Panel: G. Brian Estes, John Owsley, Tom Winston, *Members*
- 11:25 a.m. Management Analysis**
  - James Fiore, *Director, Office of Management Analysis*

- 11:40 a.m. Roundtable Discussion**
- Discussion Leader: Keith Klein, *Member*
  - Panel: Dennis Ferrigno, Jennifer Salisbury, David Swindle, *Members*
- 11:50 a.m. EM Human Capital Initiatives**
- Diane Cochran, *Deputy Assistant Secretary for Human Capital and Business Services*
- 12:05 p.m. Roundtable Discussion**
- Discussion Leader: Tom Winston, *Member*
  - Panel: A. James Barnes, Lorraine Anderson, *Members*
- 12:15 p.m. Public Comment Period**
- 12:30 p.m. Lunch**
- 2:00 p.m. EM Communications**
- Jeffrey Bobeck, *Director, Office of Communications and External Affairs*
- 2:15 p.m. Roundtable Discussion**
- Discussion Leader: Jennifer Salisbury, *Member*
  - Panel: Lorraine Anderson, Tom Winston, A. James Barnes, *Members*
- 2:25 p.m. Board Business**
- ☐ Approval of September 13, 2007 Meeting Minutes
  - ☐ Approval of the FY 2007 Reports and Recommendations
  - ☐ Round Table Discussion: FY 2008 Topics
  - ☐ Product Development
  - ☐ Set Date for Next Meeting
- 4:45 p.m. Public Comment Period**
- 5:00 p.m. Adjournment**

## APPENDIX B

U.S. Department of Energy  
Charter  
Environmental Management Advisory Board

1. Committee's Official Designation:

Environmental Management Advisory Board (Board).

2. Committee's Objective, Scope of Activity, and Duties:

The Board will provide, in accordance with the Federal Advisory Committee Act, the Assistant Secretary for Environmental Management (EM) with information, advice, and recommendations concerning issues affecting the EM program. The Board will be informed of the progress on the EM program at regular intervals to be determined by the Assistant Secretary.

The Board will perform the following duties:

- a. Recommend options to resolve difficult issues faced in the EM program including, but not limited to: project management and oversight; cost/benefit analyses; program performance; contracts and acquisition strategies; human capital development; and site end-states activities; and
- b. Issue reports and recommendations as necessary.

3. Time Period Necessary for the Board to Carry Out Its Purpose:

Since the task of the Board is to advise agency officials on a series of EM strategies and provide advice on corporate issues, the time period required to carryout its purpose is continuing in nature.

4. Official to Whom this Board Reports:

The Board will report to the Assistant Secretary for EM.

5. Agency Responsible for Providing Necessary Support for the Board:

United States Department of Energy (DOE), Office of Environmental Management



6. Description of Duties for Which the Board is Responsible:

The duties of the Board are solely advisory and are stated in Paragraph 2, above.

7. Estimated Annual Operating Costs in Dollars and Person-Years:

DOE will provide resources sufficient to conduct its business as well as travel and subsistence (per diem) expenses for eligible members. The approximate annual cost is \$350,000 in direct federal and contractor costs, and approximately two full-time equivalents.

8. Estimated Number and Frequency of Board Meetings:

The Board will meet semi-annually or as deemed appropriate by the Assistant Secretary for EM. Specialized committees of the Board will meet as deemed appropriate by the Assistant Secretary.

9. Termination Date (if less than 2 years from the date of establishment or renewal):

Continuing.

10. Members:

Members of the Board shall be appointed by the Secretary of Energy for up to three years to achieve continuity in membership and to make use of the acquired knowledge and experience with EM projects. Members shall be experts in their respective fields or representatives of entities including, among others, research facilities and academic institutions, should the Board's tasks acquire such representation. Members may be reappointed for additional terms of up to three years.

11. Organization and Subcommittees:

The Board shall report to the Assistant Secretary for EM or other DOE officers designated by the Assistant Secretary.

The Board is authorized to constitute such specialized committees to carry out its responsibilities as the Assistant Secretary finds necessary. Committees will report through the Board.

Individuals with specialized skills who are not members of the Board may be consulted by the Board on specialized committees, as appropriate.

12. Chairperson:

The Assistant Secretary for EM appoints the Chair from the Board membership.

JAN 23, 3008

Date

/s/

Carol Matthews

Acting Advisory Committee Management Officer

JAN 23, 2008

Date Filed